

21st Century Project Stakeholder Meeting Summary August 2005

September 15, 2005

This recaps the 21st Century Project Stakeholder Meetings that were held on August 3rd and August 4th of 2005.

The meetings took place at the Resources building located at 1416 9th Street, 1st floor auditorium.

We would like to thank those department representatives who participated for their time and effort. There were 346 representatives from 89 departments and campuses in attendance.

Departments/Campuses Represented:

Aging, Agriculture Labor Relations Board, Air Resources Board, Alcoholic Beverage Control, Board of Equalization, Boating and Waterways, Bureau of Audits, Business, Transportation and Housing Agency, CA Community Colleges, CA Conservation Corps, CalPERS, CalSTRS, Community Services and Development, Conservation, Consumer Affairs, Corporations, Corrections, CSU - Chancellor's Office, CSU - Dominguez, CSU - East Bay, CSU – Monterey Bay, Developmental Services, Developmental Services – Sonoma State Hospital, Education. Employment Development Department, Energy Commission, Finance. Financial Institutions, Fish and Game, Food and Agriculture, Forestry, Franchise Tax Board, General Services, Health and Human Services Agency, Health Services, Highway Patrol, Horse Racing Board, Housing and Community Development, Industrial Relations, Insurance, Integrated Waste Management, Judicial Council, Justice, Labor & Workforce Development Agency, Legislative Counsel, Lottery, Managed Health Care, Mental Health, Motor Vehicles, Office of Statewide Health Planning and Development, Parks and Recreation, Peace Officers Standards and Training, Personnel Administration, Pesticide Regulations, Post Secondary Education Commission, Department of Real Estate, Department of Rehabilitation, State Controller's Office, Secretary of State, Social Services, State Compensation Insurance Fund, State Lands Commission, State Personnel Board, State Public Defender, Teacher Credentialing, Technology Services, Toxic Substances Control, Transportation, Treasurer's Office, Unemployment Insurance Appeals Board, Veteran's Affairs, Victim Compensation and Government Claims Board, Water Resources, and Water Resources Control Board.

Agenda

Project Overview
Today's Meeting
Reason for Project
SAP Solutions
SAP Overview and System Demonstration
System Security and Minimum Technology Configurations
Department Impacts
Deployment Strategy
What's Next
Questions

Introductions

Speakers: From left to right, Mike Bollinger of SAP who provided the SAP demonstration, Don Scheppmann, Chief of Business Operations and meeting facilitator, and Terry Bridges, Chief of Technology Operations who provided security and system configuration updates; Peggy Phelps (not pictured) of SAP who is currently managing the SAP effort was also introduced.



Note: The system demonstration was hampered by limited visibility on projection screens.

Project Overview

What is Included in the 21st Century Project?

Speaker Don Scheppmann explained that the 21st Century Project is working to replace the current State Controller's Office systems such as Employment History, PIP, MIRS, CLAS and the Payroll System. The Project will also provide Position Management capabilities to track positions with full historical information for the position and its occupants.

Employee Self-Service, which is a new feature, was also discussed. Employee-Self-Service will give all active state employees the ability to control, view and maintain their information/benefits. There will also be self-service for managers that will provide them with a powerful tool to manage their authorized resources.

Reporting will also be greatly enhanced and is a significant part of the new system. In the current system reports are contingent on other resources such as State Controller's Office report systems (e.g., MIRS, Mark IV, etc.) or on departments' internal shadow systems that must manipulate data from files obtained from the State Controller's Office. Manual tickler files are also used for the gathering and tracking of information. In the new system, over 400 reports will be available to various users.

Benefit administration will be enhanced with not only an on-line enrollment process but also features such as email notifications. An example would be tracking and taking action when a dependent reaches 23 years old and must be deleted from dental coverage. Email notification with information regarding COBRA coverage would be provided.

The 21st Century Project will provide an automated Timekeeping system accessible through the Employee Self-Service and a new Leave Accounting system. In many departments timekeeping currently consists of completing a form 634. The new system would allow this paper process to be replaced.

What is not included in the 21st Century Project?

In order to understand what is included in the system design, speakers discussed what is not included. Listed below are areas that are not included in the scope of the project:

- Financials (Steps have been taken by the Department of Finance to move toward the development of an enterprise financials system)
- Claims processing
- Recruitment
- Safety and Incident Tracking
- Labor Cost Distribution
- Case Management
- Skills Management
- Performance Management
- Examination and Certification
- Budgets (except for Position Management)

Today's Meeting

Managing Expectations

An explanation was provided regarding the software demonstrated. The SAP software being demonstrated does not contain all requirements nor is it yet configured for the State of California. What is meant by configured is software that contains tables, rules, audits, edits, etc. required by the State. The demonstration was of the "vanilla" version of SAP and was provided to give Stakeholders an understanding that SAP is different from what is used today. The demonstration provided a look at the way SAP operates and the different technology that is used.

Introduction of SAP

The 21st Century Project conducted a Business Case Benefits Study, which gathered data regarding departments' procedures for various processes. The study included how many people are involved in the process, the "touch points" and how long the process takes to complete. Several issues surfaced while gathering the data. The first was that departments do not use the same procedures and some may be more efficient than others. When asked why they do their business in that manner, some have responded, "because that's the way we have always done it."

The second major issue is the variance in handling a form. One example would be, establishing a new position. "Touch points" for this process start at 18 and go as high as 38 depending on the department procedure. In the future establishing a new position will change tremendously. With an enterprise system the process will be more efficient and consistent.

Improvements

SAP will provide and allow for:

- Internet & IVR accessible system
- Electronic workflow processing & approvals
- Employee capability to manage their own information
- Reduced employee dependency on HR assistance
- Standardized electronic time reporting
- Added capability for Bi-Weekly Pay
- Statewide enterprise solution reducing need for independent department systems
- On-line instruction access for system users
- Automated and enhanced Position Management

- Improved and enhanced on-line audits and edits
- Electronic or paper earnings statements
- Integrated centralized data base
- Improved report capabilities
- Added flexibility to accommodate bargaining and legislative impacts
- And more

SAP Overview

The information is this section was provided by Mike Bollinger of SAP.

The SAP system is very flexible and adaptable. SAP is a series of interlocking objects and rules that can be put together in any desired way. He defined "object" saying that it is different than what is currently used. In the current process we put data into fields then the system creates a calculation that provides results. In an "object" based environment, such as SAP, "objects" have "characteristics" that may have rules associated with each individual "characteristic". For example, a position is an "object" in SAP. Its "characteristics" may include class, unit, employee compensation, etc. These "characteristics" are then used within the SAP rules process. Another example of an "object" is an employee. The employee holds a position. We now have two "objects" that interlock. This is the general foundation.

Within the last decade or so there has been a trend in the HR area away from just delivering data. HR is becoming more strategic, dealing less with data administration and more with problem solving. In the past a lot of time was spent entering data and trying to get reports out of the system. In order to transition away from these tasks and to allow time to work on other tasks pushed aside for lack of time, users need something that will support those processes. SAP offers two solutions. The first is self-service. When it comes to who is most interested in the employee's data it is fair to say that the employee has more at stake. Employees will now be enabled to take responsibility for the accuracy and timeliness of their information. Central office would no longer need to key enter the data. In these cases HR becomes only the approver, which will free time to do the other things that, in the past, may have been a lower priority. The second solution SAP brings is process automation. You can set up documents and rules, and create processes that will free time.

SAP includes organizational management. This provides the system the abilities to use the organizational structure to support electronic workflow. It can determine if the approver should be a manager, HR administrator, etc.

SAP Demonstration

A demonstration of the SAP system was provided by Mike Bollinger, which included:

- Process for logging into SAP and view of a portal, which can be designed with multiple windows allowing multiple functionality
- Demonstration of Employee Self-Service
 - Address change allows for multiple addresses, is date effective oriented and will allow future date effective changes
 - Direct Deposit can be reviewed prior to being submitted
 - View paycheck and employment information allows employees to request previous pay periods
 - View and update benefits only the benefits for which the employee is eligible will display and allows paycheck simulation prior to changing benefit or deductions
 - Time (attendance) contains target hours based on work schedule, and maintains rules (e.g. based on CBID) to identify which leave types are allowable for the employee
 - Request for Leave (e.g. vacation request) automatically addresses the request to the employee's approver, fully date effective, verifies leave requested with available time
- Demonstration of Manager Self-Service
 - View reports on their employees
 - Approve/Disapprove employee leave requests can review their employees' schedules prior to approving vacation requests
- Demonstration of Human Resources Administrator
 - Establish positions using on-line forms
 - Appoint employees into positions
 - Inquire for information based on time effective dates
 - Run "what if" scenarios
- Report Samples
 - View information on reports based on role authority
 - Ability to run and generate reports
 - Display reports in various formats
 - Organization charts are viewable/printable

System Security and Minimum Technology Configurations

Speakers Terry Bridges and Paulette Childs provided information regarding the technology configurations for desktop configuration, bandwidth requirements, and internal network security.

With any new system, technology changes must be achieved. State agencies will be responsible for making the necessary changes to comply with certain elements of the technology solution.

Desktop Configurations

Two desktop configurations based on the role of the end user will be assigned:

> HTML GUI

- Employee Self Service End-Users
- Time Keepers
- Leave Accounting staff
- Executive Management

> SAP GUI

- HRMS/Payroll staff
- Report Writers
- Application Developers, DBAs, DTS technical staff
- Line Managers

This means that most desktops will only require a standard browser. A limited number of desktops computers will require the additional SAP GUI. Desktop hardware and software requirements for each desktop configuration:

> HTML GUI

- Hardware:
 - 900 MHz processor
 - 128 MB memory
 - IP network interface
 - 1024 x 768 video display
- Software:
 - Windows 2000 or XP
 - Internet Explorer 5.5 SP2 or Netscape 7.01 (or later versions of either)

> SAP GUI

- Hardware:
 - 900 MHz processor
 - 128 MB memory
 - IP network interface
 - 1024 x 768 video display
- Software:
 - Windows 2000 or XP
 - SAP GUI 6.20 client

Bandwidth Requirements

State agencies will be required to work with the data center to establish the minimum bandwidth requirements.

The recommended communication line speed based on number of employees:

Number of Employees Line Speed (bps/kbps/mbps/gbps)

1 - 100	2 kbps to 200 kbps
101 - 1000	200 kbps to 2000 kbps
1001 - 5000	2000 kbps to 10000 kbps
5001 - 20000	10000 kbps to 40000 kbps
20001 - 75000	40000 kbps to 150000 kbps

Internal Network Security

The 21st Century Project team recognizes that in order to deploy the new system security, risks must be addressed. We have been working with the Department of Finance, State Information Security Officer, the Department of Technology Services and the security officer for the State Controller's Office. There will be layers of security. Agencies will be responsible for monitoring access to their network and maintaining proper procedures for user administration. Employees must be granted security to access information and features.

State Agencies will be responsible for implementing the policies and procedures within their internal network in accordance with the security requirements of the new HR/Payroll system.

A survey is scheduled for the spring of 2006 and will deal with two areas, desktop configuration and bandwidths.

Department Impacts

The following impacts to departments were discussed:

- New processes in personnel/payroll decisions will be needed regarding who will be approving, old forms may no longer be needed and new forms may be developed
- ➤ Implementation of best practices effective use of off-the-shelf software requires limiting customization, and using more standardization
- Changed roles in departments
 - Help desk
 - Security
 - System administrator
 - Report writer

- Access by employees through ESS
- Manager/supervisor access to employee information
- Electronic workflow and approvals
- > Electronic position establishment
- Automated position management
- Electronic time reporting
- Tight security in systems
- Participation in the project
- Participate in user Focus Group meetings
- > Participate in detailed design phase by providing user feedback and expertise
- > Support changes that will occur within your department with the implementation of the new system
- Implementation
 - Department preparation
 - Department communication assistance
 - Human Resource classroom training programs
 - E-learning and on-line Web based training
 - Refresher training programs
 - Conversion and implementation assistance

Deployment Strategy

Deployment cannot be confirmed until a system integrator is selected. The following plan is contingent on the recommendation of the yet to be selected system integrator.

System Design First Phase –Employment/Payroll/Employee Self-Service	Winter 2006 – Summer 2007
Rollout of First Phase	Summer 2007 – Summer 2008
System Design Second Phase – Position Management	Summer 2007 – Summer 2008
Rollout of Second Phase	Summer 2008 – Summer 2009

System Design Third Phase – Summer 2008 – Summer 2009 – Summer 2009
 Rollout of Third Phase
 Summer 2009 – Summer 2010

What's Next

System Integrator Selection

The 21st Century team is currently working on procurement of the system integrator. Following is a list of past and future milestones:

>	Release System Integrator Request for Qualifying Information	May 6, 2005
>	System Integrator Request for Qualifying Information due	June 8, 2005
>	Release System Integrator RFP	June 30, 2005
>	Letter of Intent due from System Integrator bidders	July 18, 2005
>	System Integrator draft proposals due	September 2005
>	System Integrator final proposals due	November 2005 (estimate)
>	Select System Integrator and issue letter of intent to award	January 2006 (estimate)
>	Special Project Report to Finance	February 2006 (estimate)
>	Sign Software Vendor and System Integrator contracts	March 2006 (estimate)

Future Activities

Following are some of the major activities:

- > Finalize Business Case Benefits Study Report
- Continue Focus Group Study
- > Obtain Special Project Report approval

- Continue communications effort with stakeholders
- Continue discussions with control agencies and business partners
- Begin detailed design

Challenges

This project is subject to many challenges that we are currently working on or will be working on in the future:

- Maintain project support
- Clearly understand business needs
- Manage expectations
- ➤ Utilize best practices to minimize software customization
- Integrate Software and System Integrator proposals
- Improve and change business practices
- Address labor issues
- Communicate change to stakeholders
- Prepare for implementation
- Support implementation and conversion
- > Communications, communications & more communications

Questions and Answers

The following are questions asked at the August 2005 stakeholder meetings, or provided to the project by attendees of those sessions via comment cards. We have tried to address all known questions and provide the best answers as of September 2005. We will also be updating questions and answers on the 21st Century Project Web site (http://www.21stcentury.ca.gov) to provide up-to-date information on an ongoing basis.

If you have additional questions or comments please contact the project at 21stcentury@sco.ca.gov, we value your input.

GENERAL

What does SAP stand for?

SAP is based in Germany. The SAP name in German stands for "Systeme, Anwendungen, Produkte in der Datenverarbeitung" which translates in English to "Systems, Applications and Products in Data Processing".

Will SAP take the place of the current Controller's Office system?

Yes. The state's new Human Resources Management System (HRMS) will be based on the SAP software product, and will be configured to meet California's business requirements. The new HRMS will replace existing Controller's Office employment, payroll, and leave accounting systems.

How does SAP integrate with control agencies like SPB, DPA, and DOF?

The state has specified control agency business requirements in the software request for proposal; and is working with control agencies like the Department of Finance, Department of Personnel Administration, and the State Personnel Board to determine how existing business processes might change and/or be improved in the new SAP based system.

CHANGE MANAGEMENT

Is a task force working on the 21st Century project or is it just SCO?

The 21st Century Project is a statewide, collaborative effort. While the Controller's Office is the executive sponsor for the project, we are working closely with our business partners such as the Department of Personnel Administration, Department of Finance, CalPERS, Judicial Council, California State University, Department of Technology Services, and others, to ensure that the new system meets statewide business needs. (See a list of project stakeholders.)

We also have a large communications effort, and have established a contact called a "department liaison" at approximately 85 state departments. And we have worked directly with departments in our <u>Business Case Benefits Study</u> and <u>Focus Group Study</u> to gather information relevant to department business needs.

Will higher-level management be included in development of the new system?

We expect to involve high-level management in the project. At this point we have been working with management of our business partners. In the future, there will be a process established to include more departments at the management level.

What is involved in department preparation?

Once our System Integrator is selected, we will begin preparing Departments and employees for change. Our implementation strategy will include a Department readiness assessment and, a structured approach to prepare for a successful go-live date.

Does the Controller's Office have a marketing plan that departments can use?

Once our System Integrator is selected, we will know more about how departments and employees will be prepared for change. We plan to assist departments in preparation,

conversion, implementation, and change management. This will include strategies for communicating with employees, and "marketing" the new system.

Factors we have considered in developing the System Integrator Request For Proposal, and have indicated that potential bidders respond to include a proposal that:

- provides a strategy that is specific to stakeholders
- supports cultural change within departments
- provides methods for identifying where change management is needed
- provides communications and marketing strategies addresses how business process reengineering opportunities are implemented

When do you estimate departments should start in earnest the process of building and designing their network hardware infrastructure to support self-service?

Departments should perform assessments for any necessary upgrades to their existing desktop machines and network infrastructure beginning in 2006. The <u>minimum</u> desktop configuration, including the appropriate Operating System and the Internet Browser software as well as bandwidth requirements are below.

Minimum desktop configurations

Hardware:

- 900 MHz processor
- 128 MB memory
- IP network interface
- 1024 x 768 video display

Software:

- Windows 2000 or XP
- Internet Explorer 5.5 SP2 or Netscape 7.01 (or later versions of either)
- SAP GUI 6.20 client (required of specific system users based on role, e.g. HRMS/Payroll staff or Application Developer)

Recommended bandwidth requirements

Number of Employees Line Speed (bps/kbps/mbps/gbps)

2 kbps to 200 kbps
200 kbps to 2000 kbps
2000 kbps to 10000 kbps
10000 kbps to 40000 kbps
40000 kbps to 150000 kbps

Implementation

How will the project determine which departments to choose first in the rollout / implementation process?

The System Integrator (SI) will be responsible for providing a plan to rollout/ implement the new system. More will be known once an SI is selected.

Department Systems

When do we start integration and interface analysis with other COTS systems (ABC, Project Management, etc.)

The 21st Century Project team has begun identifying all necessary interfaces and possible integration points. We are communicating with CIO's, and we have conducted a <u>Human</u> <u>Resources System Survey</u>. The known interfaces are built into the RFP as a requirement, but the actual design will be created during the blueprint phase.

It is our expectation that where departments are operating HR systems that duplicate functionality offered by the 21st Century Project, departments will consider terminating the system and using the 21st Century capability, thus eliminating the system support costs. We will continue to contact departments on this issue through the spring, 2006. Once a System Integrator is selected and on board, further interface and integration activities will be performed based on the project schedule.

<u>Please keep me informed as to how databases can "integrate" with the SAP Enterprise</u> product. Many homegrown systems have relational databases that share data. I would like to know if the product will accommodate other databases (i.e., SQL, FoxPro, Oracle, etc.)

The SAP Enterprise product does integrate with other databases; however, it is our expectation that where departments are operating HR systems that duplicate functionality offered by the 21st Century Project, departments will consider terminating the system and using the 21st Century capability, thus eliminating the system support costs. For those systems that cannot be terminated, we will share data to the extent possible. Where possible, information will be pushed out and departments will be able to access and use the information in their internal system(s).

<u>Does SAP application allow conversion from File maker Pro? (E.g. "Shadow type</u> databases.")

The SCO is the single source for employment and payroll data. Therefore, the 21st Century Project will convert the Controller's Office legacy Employment History, Payroll, Time and Attendance, Leave Accounting, and Position Control data. No external agency data will be converted.

Will the SAP application work with HRIS?

HRIS duplicates what the new SAP applications will provide. It is our expectation that consideration will be given to terminating support for this system. If it is continued, there will be a process in place for departments to access data in the new system.

Will the CSU campuses be using both PeopleSoft and SAP?

Yes, the CSU will continue to use PeopleSoft. However, the Controller's Office will maintain the CSU official employment roster and will issue CSU payroll. To this extent, the CSU will interact with our SAP software. We are working together to ensure best practices are implemented.

Data Conversion

How much of the legacy system data will be converted to the new system?

This is currently under discussion with the System Integrators.

HARDWARE / SOFTWARE

Timekeepers have been identified as needing the SAP GUI on their desktop versus using a portal. Is this because they run multiple reports and enter time for multiple employees? Please explain.

All users will access the SAP system via the SAP Enterprise Portal on the Web for purposes of user authentication (i.e. sign-in to system with a user id and password). The SAP Graphic User Interface (GUI), which requires software to be loaded to a desktop, is being utilized primarily for performance for power users like HRMS/Payroll staff, report writers, application developers, database administrators, technical staff, and line managers. Additionally, some functions, graphical features, and SAP tools are only accessible by using the SAP GUI.

Timekeepers are expected to use the HTML GUI, which will be available through their Internet browser. This does not require separate software.

SECURITY

Will SAP require the completion of new security documents like the PSD125A?

Security will be a high priority in the SAP implementation and will most likely require updated documentation.

Will security id key fobs be required for access to the new system?

The use of physical identification devices such as security ID Key Fobs have not been determined. At this time, we are expecting to use the user login and password for system access and authentication.

Will encryption / VPN tunneling be required for access to the new system?

At this time, the use of Virtual Private Networks (VPN) has not been determined. We are working with Department of Technology Services, Department of Finance – Office of Technology Review, Oversight, and Security (OTROS), and our own Information Security Office to determine the specific network data security requirements of the system.

Will social security numbers display on screens in the new system?

Social Security numbers will, to the extent possible, not be used or displayed in the new system. SSN's will not completely be eliminated from the new system.

SYSTEM FEATURES

Employee Self-Service (ESS)

Will employees be able to get year-to-date amounts on deductions (e.g. tax shelters) through ESS?

Once a System Integrator is selected and we begin the system design and development phase, we will examine ESS capabilities such as access to year-to-date amounts for deductions.

Timekeeping

We are working on a project that links MS Project tasks to employee timesheets for capturing employees' time spent on the task. How will this be taken into account in the new system, or will it be considered?

Project tracking capabilities are included in the Timekeeping function. Project codes can be defined for a specific group of employees, and time can be entered accordingly in days, hours or minutes. You will be able to track project time against activity codes that can be assigned to alternate funding sources. You will also be able to report on this information.

When requesting time off, will managers and/or employees have the ability to view who has already been approved for that period of time?

Managers will be able to view previously approved periods of time for their employees; however, employees may only view their own information.

Explain how SAP accounts for project time (e.g. daily basis), and how reports containing this information can be generated.

Project codes can be defined for a specific group of employees, and time can be entered accordingly in days, hours or minutes. SAP offers reporting capabilities for this information.

Will the new system allow timesheets to report Program Cost Accounts for financial systems used by various agencies such as CalSTARS time reporting (labor) process, and other financial fiscal systems?

Labor Cost Distribution is not included in the scope of the 21st Century Project; however, in the new system, you will be able to track project time against activity codes, that can be assigned to alternate funding sources. You will also be able to report on this information.

The Department of Finance (DOF) is a key business partner on the project. DOF is also pursuing an enterprise financials system that may affect existing financial systems like CalSTARS. More on project tracking, and cost allocation will be known as the project progresses into the design and development phase.

When requesting leave on the new system, will the system show the employee the number of hours to be deducted based on their schedule (e.g., alternate work schedules like 9/8/80 or 4/10/40)?

The system allows users to pre-populate work schedules where appropriate.

Will managers and supervisors be able to approve requests for alternate work schedules? And will an HR Specialist be notified of the approval?

The employee's manager/supervisor can be included in the automated workflow approval process for work schedule requests. HR staff can also be notified as part of the approval process.

Employment

Will each state agency be able to see if an employee has worked or is currently working for another state agency, like we currently can do?

This capability is based on security set up. How this will be accomplished will not be known until the design phase of the project.

Payroll

How will you handle accounts receivable?

As part of system design, we will be looking at best practices, and detailing more specifically the options for recovering accounts receivable. However, the new SAP system will

accommodate both payroll deduction and agency collection accounts receivable. Also, depending on how many months of overpayment or how large an overpayment, collection could range from immediate collection on the next payment or collection over several payments (e.g. two months of overpayments collected over the next two months, three months of overpayments collected over the next three months).

Will bi-weekly [payroll] be positive pay only?

At this point, bi-weekly payroll will be for positive pay employees only. Positive pay is currently a negotiable item for represented employees, and therefore must be agreed to by employee unions.

How will paychecks be issued in the new system? Will we continue to receive checks from SCO?

Paychecks will be issued via paper warrant or direct deposit advise. An earning statement can be viewed electronically or printed on paper.

The Controller's Office, Administration and Disbursements Division will continue to print and distribute warrants and direct deposit advises to departments.

Reports

Will there still be MIRS and View Direct?

The Management Information Retrieval System (MIRS) offers canned library reports, and the capability to write ad hoc reports, using personnel, payroll, and leave accounting information from the current mainframe system. View Direct provides Personnel staff information like the payroll warrant register, and position control and leave accounting reports.

The new SAP system will provide greatly enhanced management information, and real time reporting capabilities that when fully implemented will replace the need for MIRS and View Direct for HR information.